

**PROJECT TORCH LIGHT DESCRIPTION**



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**OPR: TORCH LIGHT PROJECT OFFICE**  
**(LtCol Michael Curry)**

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This pamphlet describes Project Torch Light as established by the Wisconsin Wing commander on 21 April 2001. It outlines the project's mission, scope, organization, key tasks, and major milestones.

***SUMMARY OF REVISIONS***

This is the first publication of this document.

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## 1. Background

Wisconsin Wing is faced with a number of new Emergency Services challenges which, if not met in a planned and controlled fashion, may overwhelm our ES operations and training program and threaten our leadership position in the nation.

- 1.1. A changing mission. The percentage of CAP ES missions that are short duration, false-trip ELT searches is dropping, probably due to improved ELT technology. The number of “classic” missing aircraft searches is increasing, most likely due to the explosive growth in general aviation flying. These trends, which are likely to continue, place greater stress on our ES forces as our mission mix changes to one with a greater portion of resource-intensive missing aircraft, missing person, and disaster relief efforts.
- 1.2. Changing public visibility and expectations. Recent high profile missing aircraft searches such as the Air Force’s missing A-10 and the JFK Jr. search have made missing aircraft searches mainstream news items. Today’s climate of “instant results” causes the American people to expect fast and successful resolution of these complex search problems. This combination of public scrutiny and pressure to succeed stresses our “normal” search and rescue methodology to the breaking point.
- 1.3. Changing national requirements. CAP National Headquarters’ recent efforts to improve and standardize our ES forces will require us to retrain 100% of our ES forces to the new standard within a short 24 month window. Although training material to implement these new standards is yet to be published, the start date for the retraining window will be upon us in a matter of weeks.
- 1.4. Mismatched training. Our SAREX’s and SAR/DR EVALs have been emphasizing search doctrine that is not in tune with CAP’s changing ES mission mix. We are not “training as we fight”. Further, the majority of our search managers have not been trained to use the now-mandated Incident Command System and lack authoritative training in managing large SAR and DR incidents.
- 1.5. Outmoded ES doctrine. Although we have introduced a few new tools and improved the technology in our search platforms, we have yet to adopt methods that exploit these tools and technologies. Nor have we actively sought new tools, technologies and methods to improve our ES effectiveness. With only minor exceptions, we are still “doing business” in the same manner as we did 25 years ago.

## 2. Mission and Scope

Project Torch Light addresses these challenges. The project's mission is to provide Wisconsin Wing with effective emergency services doctrine, training, and technology. The project will publish doctrine and training material for use by Wisconsin Wing members that complies with the requirements and intent of higher headquarters directives. These publications will be targeted for use primarily within Wisconsin Wing's operating environment. They may be adapted for joint operations with other wings.

## 3. Organization

- 3.1. Project Office. The Torch Light Project Office is the staff entity within Wisconsin Wing that manages Project Torch Light. The Project Director reports to the Wing Director of Emergency Services, directs the Administrative Support Element, and, as leader of the project Core Team, oversees the Doctrine Development, Technology, and Training Teams. The Project Director develops and manages the project budget and manages the Project Torch Light web site and email lists.
- 3.2. Core Team. The Core Team is Project Torch Light's executive body. It sets guidelines and schedules for the Doctrine Development, Technology, and Training Teams. The Core Team consists of the Project Director, who acts as team leader, the Project Administrator, the leaders of the Doctrine Development, Technology, and Training Teams, and other members appointed by the Project Director.
- 3.3. Doctrine Development Team. The Doctrine Development Team researches, tests, and documents emergency services methods for use in Wisconsin Wing. The team is led by the Doctrine Development Team Leader and includes members recommended by the Team Leader and appointed by the Project Director.
- 3.4. Technology Team. The Technology Team researches, tests, and documents emergency services technology for use in Wisconsin Wing. The team is led by the Technology Team Leader and includes members recommended by the Team Leader and appointed by the Project Director.
- 3.5. Training Team. Using input from higher headquarters publications and the Doctrine Development and Technology Teams, the Training Team develops emergency services curricula and training tools for use in Wisconsin Wing. The team is led by the Training Team Leader and includes members recommended by the Team Leader and appointed by the Project Director.
- 3.6. Administrative Support Element. The Administrative Support Element provides logistical and administrative support for Project Torch Light. The element is led by the Project Administrator and includes members recommended by the Administrator and appointed by the Project Director.

#### 4. Key Tasks

Each team and element of Project Torch Light is responsible for the following key tasks. The teams are also responsible for accomplishing the objectives and tasks shown in the Project Torch Light Plan.

##### 4.1. Doctrine Development Team.

- 4.1.1. Identify emergency services “best practices” currently in use in Wisconsin Wing and publish them for use by wing members and the Training Team.
- 4.1.2. Research emergency services methods currently in use by other entities and evaluate their effectiveness for use in Wisconsin Wing.
- 4.1.3. Develop and evaluate new emergency services methods for use in Wisconsin Wing.
- 4.1.4. Publish member-accessible documents that contain the most effective of new and current emergency services methods for use by Wisconsin Wing ES forces and the Training Team.

##### 4.2. Technology Team.

- 4.2.1. Research emergency services related technologies now in use within CAP and other agencies and evaluate their effectiveness for use in Wisconsin Wing.
- 4.2.2. Develop and evaluate new emergency services technologies for use in Wisconsin Wing.
- 4.2.3. Develop a structure for managing emergency services technical resources and developing and evaluating new emergency services technologies for Wisconsin Wing.
- 4.2.4. Publish member-accessible operating documents for all adopted emergency services technical resources for use by Wisconsin Wing ES forces and the Training Team.

##### 4.3. Training Team.

- 4.3.1. Develop and publish emergency services training and evaluation modules based on higher headquarters requirements and input from the Doctrine Development and Technology Teams.
- 4.3.2. Adapt national-level training materials to Wisconsin Wing’s operating environment.
- 4.3.3. Structure, staff, schedule, and present emergency services schools and exercises that train Wisconsin Wing’s ES forces to national standards, effective doctrine, and current technology.
- 4.3.4. Implement a method for training and qualifying emergency services trainers and evaluators.
- 4.3.5. Develop a system to ensure compliance with emergency services qualification standards.

4.4. Administrative Support Element.

- 4.4.1. Ensure all Project Torch Light documents are produced in standard formats and are clearly and professionally written.
- 4.4.2. Track and assign Project document numbers.
- 4.4.3. Publish and distribute approved Project documents.
- 4.4.4. Publish Project schedules, budgets, rosters, and tasking documents.
- 4.4.5. Publish SAR/DR “lessons learned”.
- 4.4.6. Provide administrative and logistical support to the Project Office and Project Teams.

**5. Funding**

- 5.1. Training Budget. The Project Director will coordinate USAF SAR/DR training fund requests with the Wisconsin Wing Director of Operations and Wing Liaison Officer for FY 2002 and 2003. These requests will be for USAF-reimbursable costs for Torch Light training events.
- 5.2. Support Budget. The Project Director will prepare FY 2002 and 2003 budget requests and submit them through the Wisconsin Wing Director of Emergency Services as part of the normal wing budgetary process. These requests will be for Project costs that are not USAF reimbursable.

**6. Major Milestones**

The Project has the following major milestones. The completion dates for these milestones appear in the schedule section of the Project Torch Light Plan.

- 6.1. Project Torch Light web site operational.
- 6.2. Preliminary Wisconsin Wing SAR doctrine document published.
- 6.3. Technology management and evaluation plan published.
- 6.4. Mission Management training and evaluation modules published.
- 6.5. First Mission Management School using new training material conducted.
- 6.6. Mission Ground Team training and evaluation modules published.
- 6.7. Mission Aircrew training and evaluation modules published.
- 6.8. First Mission Aircrew and Ground Team Schools conducted using new training material.
- 6.9. Final emergency services doctrine document published.
- 6.10. Emergency services technology user guides published.
- 6.11. Emergency services “master” trainers and evaluators qualified in all four quadrants of Wisconsin Wing.